

ADOPTED AT MEETING OF DEC. 11, 1957

IN CONNECTION WITH

VOTE ON PERSONNEL POLICY

PERSONNEL POLICY

*Superseded  
by Doc. #  
2664*

1. Basic Principles:

(a) Merit System:

The employment of personnel and all actions affecting employees shall be based on merit, ability, and justice.

(b) Nondiscrimination:

There shall be no discrimination against employees or applicants for employment on account of race, creed, color, national origin, sex, or any political or union affiliations. **amended 5/18/72 Amendment No. 16**

(c) Political Activity:

All members and employees of the Authority shall be subject to the provisions of the Hatch Act, Public Law 252 as applicable and employees on State-aided developments who are candidates for public office in party primaries or elections shall be required to resign from the employ of the Authority.

2. Organization:

(a) Organization Plan:

All positions shall be established in accordance with an Organization Plan which is a part of this Personnel Policy.

(b) Delegation of Authority:

Every employee shall be given the authority necessary to perform his assigned duties.

3. Position Classification:

(a) Establishment of Classifications:

All positions are in accordance with the attached Classified Position Schedule and Schedule of Positions and Wages of Maintenance Workers which are parts of this Personnel Policy.

4. Compensation:

(a) Determination of Rates:

(1) For maintenance and other employees whose salaries are fixed pursuant to law, appropriate compensation rates shall be paid on the basis of prevailing rates in the locality.

(2) For all other employees appropriate compensation rates shall be determined on the basis of prevailing pertinent local public and private practice. Public practices as referred to here shall consist primarily of the related regulations of the federal, state, municipal county government, or other political sub-divisions.

(b) Compensation Plan:

(1) Compensation shall be in accordance with the attached Classified Position Schedule and Schedule of Positions and Wages of Maintenance Workers. Such schedules shall be subject to revision to reflect changes in conditions or for other valid reasons.



(2) No one in the Classified Position Schedule can be compensated beyond the "D" step without Authority approval unless the compensation presently paid is in the "E" step.

(3) Any employee in the first nine Classified Positions, that is from C.P.#1 to C.P. #9 inclusive who has not reached the "D" step may be advanced to the next step on the anniversary date of appointment or promotion as far as the "D" step, if work performed is satisfactory.

(4) No employee over the ninth classified position, that is in Classified Positions numbered 10 to 24, can receive any additional compensation without Authority approval regardless of what step they are presently in.

(5) Maintenance employees assigned to drive mechanical snow-removal equipment shall receive \$1.98 an hour during regular working hours and \$2.97 an hour overtime.

(6) Temporary hourly paid maintenance employees shall receive holiday pay the same as permanent hourly paid maintenance employees if paid at the permanent hourly rate.

(7) Temporary maintenance employees hired for a period of ninety days or over shall receive the regular Authority maintenance rate. Temporary maintenance employees engaged for a period of less than ninety days shall receive the outside going rate.

5. Selection of Applicants for Employment and Changes in Classification:

(a) Applicants for employment shall file written applications setting forth their qualifications, experience, references, and other information as may be required.

(b) Applicants for employment shall be examined by the Director of Personnel.

(c) Whenever an applicant is recommended to be employed by the Director of Personnel, a statement of the applicant's qualifications must accompany the recommendation.

(d) Whenever a recommendation is made by the Director of Personnel for a change of classification of any employee, it shall be accompanied by a statement of the employee's qualifications.

(e) All requests for employment of personnel, or change in classification, must be accompanied by a statement from the Director or Personnel on the availability of funds for the position or change requested.

(f) All applicants for positions in heating plants must be approved by the Chief of Heating Plant and Mechanical Operations.

(g) All transfers of heating plant personnel shall be approved by the Chief of Heating Plant and Mechanical Operations.

(h) A Board of Probation record shall be procured through the Tenant Relations Section on all applicants for employment.

(i) Any employee hired on or after January 1, 1949 shall be required to terminate his or her employment upon attaining his or her seventieth birthday.

(j) No person shall be employed if he or she has passed their sixtieth birthday.

(k) No person shall be employed who is now on the pension rolls or employed on a full-time basis by other organizations.

(l) All appointments of new employees and all changes of employee classifications shall be made on a six-months' probationary basis, to be followed by a report of service upon which appointment to permanent basis shall be made.



(m) All applicants for employment shall be given a medical examination to determine their physical fitness to perform duties to which they may be appointed.

(n) All employees shall be residents of Boston.

(o) In addition to an examination of an applicant's previous employment records and an investigation of references, inquiry shall be made as to character and fitness.

(p) All personnel approved for employment by the Authority shall be subject to final approval of the Housing Manager, and the Superintendent of Maintenance, or Section Head to whom he or she shall be assigned.

#### 6. Changes of Status of Employment:

(a) Promotions: Vacated or newly established positions shall be filled to the fullest extent consistent with efficient operations by the promotion of qualified employees.

(b) Transfers:

(1) Employees shall be transferred as far as practicable to positions where their highest skills will be best utilized.

(2) When transfers of personnel are necessitated by organizational changes, every effort shall be made to avoid reduction in pay.

(c) Suspensions:

An employee may be suspended from employment without pay for cause.

#### 7. Separation:

(a) Dismissals:

An employee who has given unsatisfactory service shall be subject to dismissal.

(b) Reduction in force:

If it is necessary to reduce permanent personnel at least two weeks' notice prior to dismissal shall be given.

#### 8. Working Hours:

(a) Regular:

The regular work week shall consist of thirty-five hours for salaried employees except those attached to the maintenance force and forty hours for manual employees.

(b) Overtime: amended by Amendment A-1, voted 5/27/59

Salaried employees shall not be compensated for overtime work. Manual work employees shall be paid time and one-half overtime in excess of eight hours a day or forty hours a week.

#### 9. Leave:

(a) Leave other than annual, sick and military:

(1) Holidays with pay for all employees shall be as follows:

New Year's Day	Jan. 1	Independence Day	July 4
Washington's Birthday	Feb. 22	Labor Day	Sept.
Evacuation Day	Mar. 17	Columbus Day	Oct. 12
Patriots' Day	April 19	Armistice Day	Nov. 11
Memorial Day	May 30	Thanksgiving Day	Nov.
Bunker Hill Day	June 17	Christmas Day	Dec. 25



(2) Leave of absence with pay is granted for all employes who are members of the National Guard or Organized Reserve units to attend annual maneuvers.

(3) Employes who are duly accredited delegates to labor union or veterans organizations, may be granted Leave of absence with pay to attend conventions on approval of the Authority.

(4) Leave of absence shall be granted annually with pay to employes of the Jewish faith for observance of Passover, Rosh Hashonah and Yon Kippur from the sundown preceding to the sundown following the close of the observance.

(5) Leave of absence to any employe for any reason shall not be given without prior approval of the Authority, except as indicated in Items 9a1-2 and 4.

(6) Personnel called for jury duty shall be paid the difference between jury pay and their salary or wages. Amend. No. 8, 3/16/64

No. 1,

(b) Vacation Leave: (see amendment/ voted 11/23/60; also Amendment No. 11 Meeting of 8/2/67  
(Amendment No. 12, 9/19/68

(1) Vacation leave must be approved by the employe's immediate superior.

(2) Vacation leave shall be two calendar weeks for employes' with one year's service and less than ten years' service, three calendar weeks for employes who have reached their tenth year of service and have not reached their twentieth year of service, and four calendar weeks for employes who have entered their twentieth year of service. Personnel employed less than one year prior to May 1, shall be entitled to one day of vacation for each month up to May 1.

(3) Vacation leave may be accumulated.

(4) Employes shall be encouraged to take annual vacations promptly as earned.

(5) An employe who is permanently separated shall be paid in a lump sum for any accumulated vacation leave at his current rate of pay, except where his dismissal is due to malfeasance. Separation for purposes of this subparagraph shall include military service under the conditions set forth in paragraph 9 e1. In no event shall an employe be paid for vacation leave not taken except as provided in this paragraph.

(6) Temporary hourly paid maintenance employes who are paid at the same rate as permanent employes, shall receive the same vacation leave as permanent employes while so temporarily employed, except that annual leave may be deferred until such temporary employment is terminated.

No. 10,

Amend. 8, 3/16/64

(c) Sick Leave: (see amendment/ voted 2/16/66) also Amend. No. 11, Meeting of 8/2/67  
amendment No. 12, 9/19/68;

1. Sick leave with pay shall be granted to permanent or temporary salaried employes, accumulating at the rate of  $1\frac{1}{4}$  days for each calendar month of employment, or 15 days a year, and may be accumulated.

2. When the employment of any person is terminated no compensation will be allowed for un-used sick leave.

3. (a) Sick leave with pay may be allowed in advance up to 15 days to permanent salaried employes upon recommendation of a Section Head or Housing Manager, who will then submit such recommendation and any accompanying information to the Director of Personnel.



(b) Any recommendation for advanced sick leave greater than the above amount must be sent by the Section Head or Housing Manager to the Director of Personnel for submittal to the Authority for its consideration and action.

4. Sick leave is only permissive on the part of the Authority and can be completely terminated or can be withheld if abused. Such stoppage of sick leave will be on the recommendation of the Section Head or Housing Manager.

5. Contagious disease in the immediate family which by health regulations requires quarantining and absence may be charged to sick leave.

6. Three days leave with pay is to be granted employees when death occurs in the immediate family. This absence shall not be charged against sick leave.

7. Whenever an employee is absent, claiming sickness as a reason, a doctor's certificate may be required by a Housing Manager or Section Head.

8. When non-manual salaried workers are absent from their duties because of an accident suffered during their employment and for which they are compensated by the insurance carrier, it shall be the policy of the Authority that such time lost shall not be charged to sick leave for a period of thirty days, after which the matter of charge to sick leave shall be submitted to the Authority for its decision with a recommendation of both the immediate superior and the Director of Personnel.

9. Inasmuch as resident janitors are engaged in manual work but are paid on an annual salary, the sick leave provision applicable to all manual workers shall apply and they will not be granted sick leave.

10. Maternity Leave - See Amendment No. 18 voted 6/15/72

(d) Absence without authorization: ~~(f)~~ 11. Sick Lv. Maint. Men  
(Amend. No. 22- 1/25/73)

11. Maternity Leave

(1) Absence without authorization may be considered cause for suspension or dismissal.

(2) If an employee is absent without authorization, deduction shall be made from his pay for the period of absence.

(e) Military Leave:

(1) An employee who leaves his position to enter military service in time of war or any period of national emergency as declared by the President in connection with national defense, shall be carried on the rolls in a military leave status and upon his discharge from military service shall be restored to his position or to a position for which he is qualified.

(10) Health and Safety:

(1) Employees shall be provided safe, sanitary and healthful working conditions.

(2) Employees shall be covered by Workmen's Compensation Insurance.

11. Employee Relations:

(1) Employees shall have the right to designate representatives of their own choosing. Employees shall be free to join, or refrain from joining unions or associations. In so doing, employees shall be assured freedom from restraint, interference, discrimination, and reprisal.



## 12. Grievances:

(1) Rights of Employees: Employees shall have the right to present grievances, individually, as a group, or through their designated representatives. In so doing, employees shall be assured of freedom from restraint, interference, discrimination, and reprisal. Such grievances shall be presented only through the established lines of authority.

(2) Supervisory Responsibility: Supervisors at all levels shall receive and act promptly on employees complaints.

## 13. Training:

(1) In-service training shall be provided to aid employees to gain efficiency in their work.

(2) Employee training shall be a function of every supervising employee.

## 14. Travel: see Amendment No. 2, voted 5/10/61; & No. 3, voted 9/20/61; Amendment No. 4, Dec. 15, 1961; Amendment No. 9, voted 5/13/65; Amendment No. 14, voted 5/7/70

(1) Employees or members of the Authority may perform official travel upon authorization of the Authority. Amendment No. 19, voted 10/19/72

(2) Travel costs for employees or members shall be paid by the Authority. First-class rail and pullman accommodations (lower berth or parlor car seats) or air travel if advantageous, shall be the standard means of transportation. Costs of taxi fares, telephone calls, telegrams, secretarial services, and similar items necessarily incident to the performance of official business, shall be considered reimbursable items.

(3) In addition to reimbursable costs as outlined above, an allowance for subsistence in lieu of actual expenses shall be paid at a rate not to exceed \$15.00 per day for employees of the Authority and at a rate not to exceed \$25.00 per day in the case of members of the Authority and consultants. For travel the allowance paid for the day of departure and for the day of return shall be computed at the rate of one-fourth the established daily amount for each of the periods listed below, or fraction thereof:

12:00	Midnight	6:00	a.m.
6:00	a.m.	12:00	Noon
12:00	Noon	6:00	p.m.
6:00	p.m.	12:00	Midnight

(4) Authorized out-of-town travel performed by privately owned automobile shall be paid by the Authority at a rate not to exceed \$.10 per mile, in addition to the subsistence allowance outlined above. When travel is performed in an automobile owned by the Authority, necessary car expenses and subsistence allowance shall be paid. Whenever automobile travel is involved, signed records of car expenditures, and mileage, or of mileage only in the case of a privately owned automobile, shall be submitted and approved before payment. If two or more persons travel in the same automobile, only one of these persons shall be reimbursed for mileage (if travel is by private car) or for car expenditures (if travel is by Authority owned car).

(5) All travel expenses shall be recorded, signed by the travelers prior to reimbursement.

## 15. Retirement:

(1) Participation in the retirement plan shall be a condition of employment.



16. Administration:

(1) The Administrator shall have the primary responsibility of enforcement of the provisions and purposes of this Personnel Policy.

17. Collections:

(1) No collections or solicitation of funds for any purpose shall be made from employees other than the contribution to the Welfare Fund unless specifically authorized, and every employee shall receive a notice of this prohibition.

18. Recommendations:

(1) It shall be the policy of the Authority to issue letters of recommendation, including the "To Whom It May Concern" type of letter, upon request of former employees if such recommendations shall be warranted, and can be signed by the Administrator or any member of the Authority.

AMENDMENT NO. A1 (Amended by Amendment No. 6)

Amended 5/27/59 by the following:

VOTED: that the Personnel Policy of the Authority be amended to authorize compensatory time for employees on an annual salary who work overtime, on the basis of one hour of compensatory time for each hour of overtime worked.

AMENDMENT NO. 1

Amended 11/23/60 by the following:

VOTED: that all present employees of the Authority formerly employed by the City of Boston be given credit for their service with the City of Boston in computation of annual leave, effective from the date of employment with the Authority, and further, that the Personnel Policy of the Authority be amended to this effect.

AMENDMENT NO. 2 (Amended by Amendment No. 7)

Amended 5/10/61 by the following:

VOTED: to amend the Personnel Policy of the Authority and to approve \$18.00 per day for all official travel.

AMENDMENT NO. 3

Amended 9/20/61 by the following:

VOTED: that pursuant to Local Public Agency Letter No. 209, dated June 19, 1961, the Authority hereby amends the existing Personnel Policy by the adoption of the following policy with respect to "travel expense of applicants" and "moving expense of new employees", effective on the date of the Local Public Agency Letter No. 209 (June 19, 1961):

Travel expense of applicants and moving expense of new employees is hereby authorized by the Authority effective June 19, 1961, pending a specific determination by the Authority in each individual case that the expense is reasonable and necessary.

AMENDMENT NO. 4 (Amended by Amendment No. 13)

Amended 12/15/61 by the following:

VOTED: that the present mileage allowance of 10¢ a mile be reduced to 8¢ a mile to conform to the travel allowance of the City of Boston.



#### AMENDMENT NO. 5

Amended 6/5/63 by the following:

VOTED: to adopt the following policy:

In the event regular meetings are canceled by the Authority, the personnel whose terms of employment expire in between meetings shall be continued on the payroll by the Accounting Department until action by the Authority at the next meeting following the date of expiration.

#### AMENDMENT NO. 6

Amended by Amendment  
No. 15 , 4/13/72

Amended 7/10/63 by the following:

#### Compensatory Time

The policy on Compensatory Time for the staff of the Boston Redevelopment Authority is as follows, effective immediately:

Compensatory Time is free time which may be given to salaried employees during a regularly scheduled work period to compensate for overtime accumulated as a result of working extra hours over and above the regularly scheduled work day or work week. The granting of Compensatory Time is entirely discretionary and dependent upon the recommendation of the employee's supervisor or department head with the approval of the Director of Administrative Management.

The granting of Compensatory Time is subject to the following provisions:

1. That the period of overtime was necessary and required by supervisory staff and had been properly authorized by the appropriate supervisor, either verbally or in writing;
2. That Compensatory Time be taken on an hour-for-hour basis on the recommendation of the supervisor or department head with the approval of the Director of Administrative Management;
3. That the employee's work week has been scheduled so as to support a normal weekly performance in a manner designed to eliminate the necessity of extra work hours in order to keep Compensatory Time to a minimum;
4. That Compensatory Time may be authorized only up to 140 hours per year. Up to 70 hours may be carried over from one year to the next, but in no event may an employee take more than 140 hours of Compensatory Time in any one year;
5. That Compensatory Time may not be earned prior to 6:00 P.M. Compensatory Time may not be earned in units less than one hour in length. No Compensatory Time may be earned for work done at home. Compensatory Time may be earned for attendance at authorized meetings such as neighborhood meetings, staff meetings, etc., but only when the employee is assigned to such meetings by his supervisor or department head;



6. That extra time worked by employees over the 140-hour limit will be noted on the employee's record. With special authorization, it may be recognized for purposes of extended sick leave.

7. In connection with the foregoing, it should be noted that under the existing Personnel Policy of the Authority, vacation time is earned during the period covered from May 1 in any one year to April 30 of the following year. Vacation time unused in one year may be carried over to the following year, but must either be taken no later than the following year or forfeited. The allowable amount of vacation leave to be carried over from one year to the next may not exceed the amount of vacation time which can be earned by employees within any one year. (amended 4/13/72 Amendment No. 15)

8. In order to effectuate this policy, all personnel records will be adjusted effective July 15 to reflect the 140-hour limit. Additional time outstanding as of that date will be noted on employee records for the purposes of paragraph (6) above. The 140-hour limit will apply to the balance of 1963, less any time taken to date.

9. The Personnel Policy of the Authority is hereby amended to reflect the above changes.

#### AMENDMENT NO. 7

Amended 8/8/63 by the following:

VOTED: that effective July 10, 1963, the maximum amount to be paid to authorized travelers for reimbursement of subsistence expenses is reduced from \$18.00 a day to \$16.00 a day.

#### AMENDMENT NO. 8

Amended 3/16/64 by the following:

VOTED: to amend the Authority's Personnel Policy as follows:

Paragraph 9(b)(2) be changed to read: Vacation leave shall be two calendar weeks for employees with one year's service and less than four years and five months' service; three calendar weeks for employees who, prior to May 1st in such year have completed four years and five months' service but less than nine years and five months' service; four calendar weeks for employees who, prior to May 1st in such year, have completed nine years and five months' service. Personnel employed less than a year shall be entitled to one day of vacation for each month up to May 1st.

#### AMENDMENT NO. 9

Excerpt meeting 5/13/65:

Be it ordered that the following is adopted as a policy of the Boston Redevelopment Authority:

That an employee of the Redevelopment Authority who is authorized to travel out of State at Authority expense may not travel by private automobile unless:

1. he obtains the prior consent of the Development Administrator or, in the case of an employee in the Operations Department, the consent of the Executive Director;
2. he signs a statement relieving the Redevelopment Authority of any financial liability while he is traveling by private automobile.

Be it further ordered that any bill submitted for payment for out-of-state travel by private automobile must contain a statement as to who authorized said travel.



AMENDMENT NO. 10

Amended 2/16/66 by the following:

VOTED: to amend the Authority's Personnel Policy as follows:

Delete present sub-paragraph 9 (c) 1 and insert:

" 9. Leave

(c) Sick Leave:

1. Sick leave with pay shall be granted to salaried employees and maintenance men, accumulated at the rate of 1 1/4 days for each calendar month of employment, or 15 days a year, and may be accumulated."

AMENDMENT NO. 11

Amended 8/2/67 by the following:

VOTED: that the Personnel Policy of the Authority be amended by adding the following:

Paragraph 9 Leave:

(b) Vacation Leave

- (7) Co-op Students shall be granted the normal vacation leave after they have completed one year's work with the Authority. If Co-op Students are recruited as regular employees, this leave may be accumulated under the present Policy. However, if Co-op Students are not recruited on graduation, their leave is not payable in lump sum but expires similar to unused sick leave.

(c) Sick Leave

- (10) Co-op Students shall be granted sick leave with pay at the rate of 1-1/4 days per calendar month of employment, or 15 days per year, and may be accumulated.



AMENDMENT NO. 12

Amended 9/19/68 by the following:

VOTED: that the Personnel Policy of the Authority be amended  
by adding the following:

Paragraph 9 Leave:

(b) Vacation Leave

(8) Model Makers, if employed full time, shall accrue  
vacation leave and paid holidays authorized under this  
policy for salaried employees.

(c) Sick Leave

(11) Model Makers, if employed full time, shall accrue sick  
leave under the same terms authorized under this policy  
for salaried employees.

Health Insurance and Retirement

Model Makers, if employed full time on six-month appoint-  
ments, are authorized to participate in the Authority's health  
insurance program and will participate in the retirement  
system.



AMENDMENT NO.13

Amended July 10, 1969 by the following:

VOTED: to amend the Personnel Policy of the Boston Redevelopment Authority to increase the mileage rate allowance from eight cents to ten cents (10¢) per mile.

AMENDMENT NO.14

Amended May 7, 1970 by the following:

VOTED: that the Authority adopt the foregoing policy and that the Director is hereby authorized to increase the present per diem allowance from \$16.00 to \$24.00 with respect to reimbursement for subsistence expenses incurred by Authority members and employees.

AMENDMENT NO. 15

Amended April 13, 1972 by the following:

VOTED: to amend the Authority's Personnel Policy, Amendment No. 6, Compensatory Time, as follows:

Delete: Second sentence of Paragraph 7 of Amendment 6.  
"Vacation time unused in one year may be carried over to the following year, but must either be taken no later than the following year or forfeited." and

Insert in place thereof:

"Vacation time accrued in one year may be carried over to the following year, but must either be taken no later than the following year or it will be noted on the employee's record as reserve Compensatory Time and, with special authorization, it may be recognized for purposes of extended sick leave."



AMENDMENT NO. 16

Amended May 18, 1972 by the following:

VOTED: to amend the Personnel Policy of the Authority, dated December 11, 1957, by adding to Paragraph 1.(b) the following:

"The Authority will take affirmative action to insure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, or national origin. Such action shall include, but not be limited to, the following: employment, upgrading, demotion , or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship."



AMENDMENT NO. 17

Amended May 18, 1972 by the following insertion:

May 18, 1972

MEMORANDUM

TO: Boston Redevelopment Authority

FROM: Robert T. Kenney

SUBJECT: Formal Affirmative Action Program -  
Amendment No. 17 to Personnel Policy

Attachment I, Federal Register, December 4, 1971, Volume 36, Number 234, amends Chapter 60 of Title 41 of the Code of Federal Regulations and provides the latest regulations and guidelines concerning Affirmative Action Programs required by these agencies having contracts of any type with the Federal government.

It is essential that the Authority, holding loan and grant contracts with HUD, institute such measures as are necessary to assure complete compliance with this attachment and make formal our Affirmative Action Program. To the present time we have had an Affirmative Action Program in an informal sense with matters handled on a continuing basis with goals analogous to Attachment I.

The salient points of the first attachment include the following key requirements:

1. A detailed analysis of all major job classifications at the facility, with explanation if the minorities or women are currently being underutilized in any one or more job classifications.
2. Goals and timetables for affirmative action commitments must be established to correct any identifiable deficiencies.
3. Such goals and timetables with supporting data and the analyses must be compiled and maintained as part of the written affirmative action program.
4. Contractors must direct special attention in their analyses and goal setting to specific categories of employees.
5. These programs must contain, among other things:
  - (a) Identification of problem areas (deficiencies) by organizational units and job classification;
  - (b) Establishment of goals and objectives by organizational units and job classification, including timetables for completion;
  - (c) Development and execution of action-oriented programs designed to eliminate problems and further designed to attain established goals and objectives.



5/18/72

6. Concluding, it is the intent, expressed throughout the attachment, that formal Affirmative Action Programs will be applied to abolish minority and sex discrimination in employment, wherever it may exist.

It is proposed that the Authority formalize its Affirmative Action Program by designating the Compliance Officer and Assistant Personnel Officer as the Manager of Equal Opportunity Programs in addition to his regular assigned duties, since the major thrust of his activity also lies in the areas covered by Attachment I. The existing staff within the Personnel Division is adequate to handle the large workload this program will entail.

At a later date I will propose to the Authority an Affirmative Action Advisory Council, which will have adequate sex and minority representation, of sufficient seniority, to be helpful to the Equal Opportunity Officer. The Council members can assist in review of alleged grievances and also report to me on various phases of the program that the Council feels needs emphasis.

Attachment II is a proposed Position Classification Description for the Equal Opportunity Officer to comply with Section 60-2.22 of Attachment I.

This personnel action will be given wide distribution to supervisors and salaried employees to alert them to their responsibilities in the affirmative action area.

An appropriate vote to implement this formal Affirmative Action Program is attached.



# Federal register

SATURDAY, DECEMBER 4, 1971

WASHINGTON, D.C.

Volume 36 ■ Number 234

## Title 41—PUBLIC CONTRACTS AND PROPERTY MANAGEMENT

Chapter 60—Office of Federal Contract Compliance, Equal Employment Opportunity, Department of Labor

### PART 60-2—AFFIRMATIVE ACTION PROGRAMS

On August 31, 1971, notice of proposed rule making was published in the FEDERAL REGISTER (36 F.R. 17444) with regard to amending Chapter 60 of Title 41 of the Code of Federal Regulations by adding a new Part 60-2, dealing with affirmative action programs. Interested persons were given 30 days in which to submit written comments, suggestions, or objections regarding the proposed amendments.

Having considered all relevant material submitted, I have decided to, and do hereby amend Chapter 60 of Title 41 of the Code of Federal Regulations by adding a new Part 60-2, reading as follows:

#### Subpart A—General

Sec.  
60-2.1 Title, purpose and scope.

#### 60-2.2 Agency Action.

##### Subpart B—Required Contents of Affirmative Action Programs

- 60-2.10 Purpose of affirmative action program.
- 60-2.11 Required utilization analysis.
- 60-2.12 Establishment of goals and timetables.
- 60-2.13 Additional required ingredients of affirmative action programs.
- 60-2.14 Compliance status.

##### Subpart C—Methods of Implementing the Requirements of Subpart B

- 60-2.20 Development or reaffirmation of the equal employment opportunity policy.
- 60-2.21 Dissemination of the policy.
- 60-2.22 Responsibility for implementation.
- 60-2.23 Identification of problem areas by organization unit and job classification.
- 60-2.24 Development and execution of programs.
- 60-2.25 Internal audit and reporting systems.
- 60-2.26 Support of action programs.

##### Subpart D—Miscellaneous

- 60-2.30 Use of goals.
- 60-2.31 Preemption.
- 60-2.32 Superintendence.

AUTHORITY: The provisions of this Part 60-2 issued pursuant to sec. 201, Executive Order 11246 (30 F.R. 12319).

#### Subpart A—General

##### § 60-2.1 Title, purpose and scope.

This part shall also be known as "Revised Order No. 4," and shall cover non-construction contractors. Section 60-1.40 of this Chapter, Affirmative Action Compliance Programs, requires that within 120 days from the commencement of a contract each prime contractor or subcontractor with 50 or more employees and a contract of \$50,000 or more develop a written affirmative action compliance program for each of its establishments, and such contractors are now further required to revise existing written affirmative action programs to include the changes embodied in this order within 120 days of its publication in the FEDERAL REGISTER. A review of agency compliance surveys indicates that many contractors do not have affirmative action programs on file at the time an establishment is visited by a compliance investigator. This part details the agency review procedure and the results of a contractor's failure to develop and maintain an affirmative action program and then set forth detailed guidelines to be used by contractors and Government agencies in developing and judging these



## RULES AND REGULATIONS

(6) Meet with union officials to inform them of policy, and request their cooperation.

(7) Include nondiscrimination clauses in all union agreements, and review all contractual provisions to ensure they are nondiscriminatory.

(8) Publish articles covering EEO programs, progress reports, promotions, etc., of minority and female employees, in company publications.

(9) Post the policy on company bulletin boards.

(10) When employees are featured in product or consumer advertising, employee handbooks or similar publications both minority and nonminority, men and women should be pictured.

(11) Communicate to employees the existence of the contractor's affirmative action program and make available such elements of his program as will enable such employees to know of and avail themselves of its benefits.

(b) The contractor should disseminate his policy externally as follows:

(1) Inform all recruiting sources verbally and in writing of company policy, stipulating that these sources actively recruit and refer minorities and women for all positions listed.

(2) Incorporate the Equal Opportunity clause in all purchase orders, leases, contracts, etc., covered by Executive Order 11246, as amended, and its implementing regulations.

(3) Notify minority and women's organizations, community agencies, community leaders, secondary schools and colleges, of company policy, preferably in writing.

(4) Communicate to prospective employees the existence of the contractor's affirmative action program and make available such elements of his program as will enable such prospective employees to know of and avail themselves of its benefits.

(5) When employees are pictured in consumer or help wanted advertising, both minorities and nonminority men and women should be shown.

(6) Send written notification of company policy to all subcontractors, vendors and suppliers requesting appropriate action on their part.

### § 60-2.22 Responsibility for implementation.

(a) An executive of the contractor should be appointed as director or manager of company Equal Opportunity Programs. Depending upon the size and geographical alignment of the company, this may be his or her sole responsibility. He or she should be given the necessary top management support and standing to execute the assignment. His or her identity should appear on all internal and external communications on the company's Equal Opportunity Programs. His or her responsibilities should include, but not necessarily be limited to:

(1) Developing policy statements, affirmative action programs, internal and external communication techniques.

(2) Assisting in the identification of problem areas.

(3) Assisting line management in arriving at solutions to problems.

(4) Designing and implementing audit and reporting systems that will:

(i) Measure effectiveness of the contractor's programs.

(ii) Indicate need for remedial action.

(iii) Determine the degree to which the contractor's goals and objectives have been attained.

(5) Serve as liaison between the contractor and enforcement agencies.

(6) Serve as liaison between the contractor and minority organizations, women's organizations and community action groups concerned with employment opportunities of minorities and women.

(7) Keep management informed of latest developments in the entire equal opportunity area.

(b) Line responsibilities should include, but not be limited to, the following:

(1) Assistance in the identification of problem areas and establishment of local and unit goals and objectives.

(2) Active involvement with local minority organizations, women's organizations, community action groups and community service programs.

(3) Periodic audit of training programs, hiring and promotion patterns to remove impediments to the attainment of goals and objectives.

(4) Regular discussions with local managers, supervisors and employees to be certain the contractor's policies are being followed.

(5) Review of the qualifications of all employees to insure that minorities and women are given full opportunities for transfers and promotions.

(6) Career counseling for all employees.

(7) Periodic audit to insure that each location is in compliance in area such as:

(i) Posters are properly displayed.

(ii) All facilities, including company housing, which the contractor maintains for the use and benefit of his employees, are in fact desegregated, both in policy and use. If the contractor provides facilities such as dormitories, locker rooms and rest rooms, they must be comparable for both sexes.

(iii) Minority and female employees are afforded a full opportunity and are encouraged to participate in all company sponsored educational, training, recreational and social activities.

(8) Supervisors should be made to understand that their work performance is being evaluated on the basis of their equal employment opportunity efforts and results, as well as other criteria.

(9) It shall be a responsibility of supervisors to take actions to prevent harassment of employees placed through affirmative action efforts.

### § 60-2.23 Identification of problem areas by organizational units and job classifications.

(a) An in-depth analysis of the following should be made, paying particular attention to trainees and those categories listed in § 60-2.11(d).

(1) Composition of the work force by minority group status and sex.

(2) Composition of applicant flow by minority group status and sex.

(3) The total selection process including position descriptions, position titles, worker specifications, application forms, interview procedures, test administration, test validity, referral procedures, final selection process, and similar factors.

(4) Transfer and promotion practices.

(5) Facilities, company sponsored recreation and social events, and special programs such as educational assistance.

(6) Seniority practices and seniority provisions of union contracts.

(7) Apprenticeship programs.

(8) All company training programs, formal and informal.

(9) Work force attitude.

(10) Technical phases of compliance, such as poster and notification to labor unions, retention of applications, notification to subcontractors, etc.

(b) If any of the following items are found in the analysis, special corrective action should be appropriate.

(1) An "underutilization" of minorities or women in specific work classifications.

(2) Lateral and/or vertical movement of minority or female employees occurring at a lesser rate (compared to work force mix) than that of nonminority or male employees.

(3) The selection process eliminates a significantly higher percentage of minorities or women than nonminorities or men.

(4) Application and related preemployment forms not in compliance with Federal legislation.

(5) Position descriptions inaccurate in relation to actual functions and duties.

(6) Tests and other selection techniques not validated as required by the OFCC Order on Employee Testing and other Selection Procedures.

(7) Test forms not validated by location, work performance and inclusion of minorities and women in sample.

(8) Referral ratio of minorities or women to the hiring supervisor or manager indicates a significantly higher percentage are being rejected as compared to nonminority and male applicants.

(9) Minorities or women are excluded from or are not participating in company sponsored activities or programs.

(10) De facto segregation still exists at some facilities.

(11) Seniority provisions contribute to overt or inadvertent discrimination, i.e., a disparity by minority group status or sex exists between length of service and types of job held.

(12) Nonsupport of company policy by managers, supervisors or employees.

(13) Minorities or women underutilized or significantly underrepresented in training or career improvement programs.

(14) No formal techniques established for evaluating effectiveness of EEO programs.

(15) Lack of access to suitable housing inhibits recruitment efforts and employment of qualified minorities.



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(16) Lack of suitable transportation (public or private) to the work place inhibits minority employment.

(17) Labor unions and subcontractors not notified of their responsibilities.

(18) Purchase orders do not contain EEO clause.

(19) Posters not on display.

### § 60-2.24 Development and execution of programs.

(a) The contractor should conduct detailed analyses of position descriptions to insure that they accurately reflect position functions, and are consistent for the same position from one location to another.

(b) The contractor should validate worker specifications by division, department, location or other organizational unit and by job category using job performance criteria. Special attention should be given to academic, experience and skill requirements to insure that the requirements in themselves do not constitute inadvertent discrimination. Specifications should be consistent for the same job classification in all locations and should be free from bias as regards to race, color, religion, sex, or national origin, except where sex is a bona fide occupational qualification. Where requirements screen out a disproportionate number of minorities or women such requirements should be professionally validated to job performance.

(c) Approved position descriptions and worker specifications, when used by the contractor, should be made available to all members of management involved in the recruiting, screening, selection, and promotion process. Copies should also be distributed to all recruiting sources.

(d) The contractor should evaluate the total selection process to insure freedom from bias and, thus, aid the attainment of goals and objectives.

(1) All personnel involved in the recruiting, screening, selection, promotion, disciplinary, and related processes should be carefully selected and trained to insure elimination of bias in all personnel actions.

(2) The contractor shall observe the requirements of the OFCC Order pertaining to the validation of employee tests and other selection procedures.

(3) Selection techniques other than tests may also be improperly used so as to have the effect of discriminating against minority groups and women. Such techniques include but are not restricted to, unscored interviews, unscored or casual application forms, arrest records, credit checks, considerations of marital status or dependency or minor children. Where there exist data suggesting that such unfair discrimination or exclusion of minorities or women exists, the contractor should analyze his unscored procedures and eliminate them if they are not objectively valid.

(e) Suggested techniques to improve recruitment and increase the flow of minority or female applicants follow:

(1) Certain organizations such as the Urban League, Job Corps, Equal Opportunity Programs, Inc., Concentrated Em-

ployment Programs, Neighborhood Youth Corps, Secondary Schools, Colleges, and City Colleges with high minority enrollment, the State Employment Service, specialized employment agencies, Aspira, LULAC, SER, the G.I. Forum, the Commonwealth of Puerto Rico are normally prepared to refer minority applicants. Organizations prepared to refer women with specific skills are: National Organization for Women, Welfare Rights Organizations, Women's Equity Action League, Talent Bank from Business and Professional Women (including 26 women's organizations), Professional Women's Caucus, Intercollegiate Association of University Women, Negro Women's sororities and service groups such as Delta Sigma Theta, Alpha Kappa Alpha, and Zeta Phi Beta; National Council of Negro Women, American Association of University Women, YWCA, and sectarian groups such as Jewish Women's Groups, Catholic Women's Groups and Protestant Women's Groups, and women's colleges. In addition, community leaders as individuals shall be added to recruiting sources.

(2) Formal briefing sessions should be held, preferably on company premises, with representatives from these recruiting sources. Plant tours, presentations by minority and female employees, clear and concise explanations of current and future job openings, position descriptions, worker specifications, explanations of the company's selection process, and recruiting literature should be an integral part of the briefings. Formal arrangements should be made for referral of applicants, followup with sources, and feedback on disposition of applicants.

(3) Minority and female employees, using procedures similar to subparagraph (2) of this paragraph, should be actively encouraged to refer applicants.

(4) A special effort should be made to include minorities and women on the Personnel Relations staff.

(5) Minority and female employees should be made available for participation in Career Days, Youth Motivation Programs, and related activities in their communities.

(6) Active participation in "Job Fairs" is desirable. Company representatives so participating should be given authority to make on-the-spot commitments.

(7) Active recruiting programs should be carried out at secondary schools, junior colleges, and colleges with predominant minority or female enrollments.

(8) Recruiting efforts at all schools should incorporate special efforts to reach minorities and women.

(9) Special employment programs should be undertaken whenever possible. Some possible programs are:

(i) Technical and nontechnical co-op programs with predominately Negro and women's colleges.

(ii) "After school" and/or work-study jobs for minority youths, male and females.

(iii) Summer jobs for underprivileged youth, male and female.

(iv) Summer work-study programs for male and female faculty members of the predominantly minority schools and colleges.

(v) Motivation, training and employment programs for the hard-core unemployed, male and female.

(10) When recruiting brochures pictorially present work situations, the minority and female members of the work force should be included, especially when such brochures are used in school and career programs.

(11) Help wanted advertising should be expanded to include the minority news media and women's interest media on a regular basis.

(f) The contractor should insure that minority and female employees are given equal opportunity for promotion. Suggestions for achieving this result include:

(1) Post or otherwise announce promotional opportunities.

(2) Make an inventory of current minority and female employees to determine academic, skill and experience level of individual employees.

(3) Initiate necessary remedial, job training and workstudy programs.

(4) Develop and implement formal employee evaluation programs.

(5) Make certain "worker specifications" have been validated on job performance related criteria. (Neither minority nor female employees should be required to possess higher qualifications than those of the lowest qualified incumbent.)

(6) When apparently qualified minority or female employees are passed over for upgrading, require supervisory personnel to submit written justification.

(7) Establish formal career counseling programs to include attitude development, education aid, job rotation, buddy system and similar programs.

(8) Review seniority practices and seniority clauses in union contracts to insure such practices or clauses are non-discriminatory and do not have a discriminatory effect.

(g) Make certain facilities and company-sponsored social and recreation activities are desegregated. Actively encourage all employees to participate.

(h) Encourage child care, housing and transportation programs appropriately designed to improve the employment opportunities for minorities and women.

### § 60-2.25 Internal audit and reporting systems.

(a) The contractor should monitor records of referrals, placements, transfers, promotions and terminations at all levels to insure nondiscriminatory policy is carried out.

(b) The contractor should require formal reports from unit managers on a schedule basis as to degree to which corporate or unit goals are attained and timetables met.

(c) The contractor should review report results with all levels of management.

(d) The contractor should advise top management of program effectiveness



## RULES AND REGULATIONS

and submit recommendations to improve unsatisfactory performance.

### § 60-2.26 Support of action programs.

(a) The contractor should appoint key members of management to serve on Merit Employment Councils, Community Relations Boards and similar organizations.

(b) The contractor should encourage minority and female employees to participate actively in National Alliance of Businessmen programs for youth motivation.

(c) The contractor should support Vocational Guidance Institutes, Vestibule Training Programs and similar activities.

(d) The contractor should assist secondary schools and colleges in programs designed to enable minority and female graduates of these institutions to compete in the open employment market on a more equitable basis.

(e) The contractor should publicize achievements of minority and female employees in local and minority news media.

(f) The contractor should support

programs developed by such organizations as National Alliance of Businessmen, the Urban Coalition and other organizations concerned with employment opportunities for minorities or women.

### Subpart D—Miscellaneous

#### § 60-2.30 Use of goals.

The purpose of a contractor's establishment and use of goals is to insure that he meet his affirmative action obligation. It is not intended and should not be used to discriminate against any applicant or employee because of race, color, religion, sex, or national origin.

#### § 60-2.31 Preemption.

To the extent that any State or local laws, regulations or ordinances, including those which grant special benefits to persons on account of sex, are in conflict with Executive Order 11246, as amended, or with the requirements of this part, we will regard them as preempted under the Executive order.

#### § 60-2.32 Supersedure.

All orders, instructions, regulations,

and memoranda of the Secretary of Labor, other officials of the Department of Labor and contracting agencies are hereby superseded to the extent that they are inconsistent herewith, including a previous "Order No. 4" from this Office dated January 30, 1970. Nothing in this part is intended to amend 41 CFR 60-3 published in the FEDERAL REGISTER on October 2, 1971 or Employee Testing and Other Selection Procedures or 41 CFR 60-20 on Sex Discrimination Guidelines.

*Effective date.* This part shall become effective on the date of its publication in the FEDERAL REGISTER (12-4-71).

Signed at Washington, D.C., this 1st day of December 1971.

J. D. HODGSON,  
Secretary of Labor.

HORACE E. MENASCO,  
Acting Assistant Secretary  
for Employment Standards.

JOHN L. WILKS,  
Director, Office of  
Federal Contract Compliance.

[FR Doc.71-17789 Filed 12-3-71;8:51 am]



Position Classification: Manager, Equal Opportunity Programs

General: Equal Opportunity Program Manager shall carry out a vigorous Affirmative Action Program within the Authority and his responsibilities shall include, but not necessarily be limited to:

- Duties:
1. Prepare a detailed analysis of all major job classifications in the Authority with explanation if the minorities or women are currently being underutilized in any one or more job classifications.
  2. Goals and timetables for affirmative action commitments must be established to correct any identifiable deficiencies.
  3. Such goals and timetables with supporting data and the analyses must be compiled and maintained as part of the written affirmative action program.
  4. Direct special attention in their analyses and goal setting to specific categories of employees.
  5. These programs must contain, among other things:
    - (a) Identification of problem areas (deficiencies) by organizational units and job classification;
    - (b) Establishment of goals and objectives by organizational units and job classification, including timetables for completion;
    - (c) Development and execution of action-oriented programs designed to eliminate problems and further designed to attain established goals and objectives.
  6. Recommend necessary steps and provide recommendations to assure that minority and sex discrimination in employment does not exist in the Authority.
  7. Develop policy statements, affirmative action programs, internal and external communication techniques.
  8. Assist line management in arriving at solutions to problems.
  9. Design and implement audit and reporting systems that will: (a) Measure effectiveness of the Authority's programs; (b) Indicate need for remedial action; (c) Determine the degree to which the Authority's goals and objectives have been attained..



Position Classification:

Manager or Asst. Manager, Equal Opportunity Programs

10. Serve as liaison between the Authority and enforcement agencies.
11. Serve as liaison between the Authority and minority organizations, women's organizations and community action groups concerned with employment opportunities or minorities and women.
12. Keep management informed of latest developments in the entire equal opportunity area.
13. Active involvement with local minority organizations, women's organizations, community action groups and community service programs.
14. Periodic audit of training programs, hiring and promotion patterns to remove impediments to the attainment of goals and objectives.
15. Regular discussions with local managers, supervisors and employees to be certain the Authority's policies are being followed.
16. Review of the qualifications of all employees to insure that minorities and women are given full opportunities for transfers and promotions.
17. Career counseling for all employees

END OF AMENDMENT NO. 17

Date: 5/18/72



AMENDMENT NO. 18

Amended June 15, 1972 by the following addition:

MEMORANDUM

June 15, 1972

TO: The Boston Redevelopment Authority

FROM: Robert T. Kenney, Director

SUBJECT: Proposed Amendment to Personnel Policy - Amendment No. 18

The existing personnel policy contains no provisions for the granting of Maternity Leave of Absence without Pay, although it has been standard procedure to grant this type of leave for the past several years. Under the provisions of Title VII of the 1964 Civil Rights Act, as last amended by PL 92 - 261, effective March 24, 1972, agencies receiving federal funds are required to apply accrued sick leave to the absence of an employee authorized Maternity Leave of Absence.

Therefore, it is proposed that the Authority's Personnel Policy be expanded as noted below.

PERSONNEL POLICY

"9. Leave

(c) Sick Leave

Add Paragraph 10

Maternity Leave of Absence

Maternity Leave of Absence without Pay will be granted on request under the following conditions:

- (a) Employee provides supervisor and personnel officer with certificate from her physician stating expected date of delivery and requests Leave of Absence.
- (b) All accrued Sick Leave, Compensatory Time, and Accrued Vacation may be utilized subsequent to the employee's physical date of departure from the Authority prior to the effective starting date of Leave of Absence without Pay, treating Sick Leave as a normal disability in conformance with Title VII of the U. S. Civil Rights Act of 1964."

Personnel #9 - June 15, 1972



AMENDMENT NO. 19

Amended October 19, 1972 by the following:

VOTED: to amend the Personnel Policy of the Authority by increasing the per diem rate for travel expenses from \$24.00 to \$30.00 effective October 1, 1972, in line with the City of Boston practice.



AMENDMENT NO. 20

Amended November 2, 1972 by the following:

AFFIRMATIVE ACTION PROGRAM

BOSTON REDEVELOPMENT AUTHORITY

NOVEMBER 1972

## I Statement of Intent

The Boston Redevelopment Authority's Affirmative Action Program is a dynamic and positive plan designed to reaffirm and strengthen the Formal Affirmative Action Program - Amendment No. 17 to the Authority Personnel Policy approved on May 18, 1972. It embraces all provisions of the Department of Labor publication that contains Chapter 60 of Title 41 of the Code of Federal Regulations (Affirmative Action Programs); HUD Handbook of April 1972, 713.2, Policy and Planning for Affirmative Action in Employment Opportunity; HUD Affirmative Action Plan - Boston Region - BOS 713.1, dated August 22, 1972; and, all other applicable directives, regulations, and laws of both Commonwealth and Federal origination.

This proposed drastic positive action plan reflects the atmosphere of social change present in America, as reflected by the strong changes in State and Federal Statutes, and will ensure equal opportunity and non-discrimination with respect to females and minority group members: Negro-black, Spanish speaking, American Indian, Orientals, and other minorities, plus persons of all religious and national origins.

A strong input to this program is the previously approved Affirmative Action Advisory Council which will play a strong roll in assisting the Director to develop and implement affirmative action and equal opportunity plans.

The Equal Employment Opportunity portion of this program is designed to increase employment and training opportunities for females and minority employees and applicants. In addition, it will increase their strength at the middle and upper grade levels and in positions of responsibility.



This program when approved will be implemented with the cooperation of the U.S. Department of Housing and Urban Development. Compliance with provisions of this program will be coordinated with the Assistant Regional Administrator for Equal Opportunity of the Regional Office of the Department of Housing and Urban Development.

Equal Employment Opportunity Statement

It is the policy of the Authority to provide Equal employment Opportunity based on the following excerpts from the Authority Personnel Policy:

" 1. Basic Principles

(a) Merit System:

The employment of all personnel and actions affecting employees shall be based on merit, ability and justice.

(b) Non-Discrimination:

There shall be no discrimination against employees or applicants for employment on account of race, creed, age, color, national origin, sex or any political or union affiliations.

The Authority will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their age, race, color, religion, sex, or national origin. Such action shall include, but not be limited to, the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; medical and other benefits and selection for training, including apprenticeship."



Administratively, the Authority will promote the full realization of equal opportunity through continuing positive programs in every project, department and functional work unit. As stated above, this policy applies to everyone employed by the Authority in all aspects of employment policy and administrative practice. This administration of equal employment opportunity includes, but is not limited to:

1. An active Affirmative Action Council that shall be representative of a cross section of the Authority employee structure that is nominated by the Director and approved by the Authority.

2. The Authority will pay equal compensation for comparable positions, dependent on performance of employees, and the comparability of jobs will be determined by levels of performance, skill, education, experience, and complexity of duties required for job performance.

3. Authority will assure that all advertising and solicitations to prospective employee sources; colleges; schools; organizations; etc., do not limit applicants to jobs advertised by any description of the position vacancy and will stress that the Authority is an Equal Opportunity/Affirmative Action Employer.

4. Authority will establish monitoring processes and procedures to ensure that Equal Opportunity and Affirmative Action plus Contract Compliance programs all comply with Title VII of the Civil Rights Act of 1964, as amended; Executive Order 11246 as amended by Executive Order 11375; and other pertinent equal opportunity provisions of grants and contracts of HUD.

### III

#### Terms, Conditions, Responsibilities and Privileges of Employment

Terms and conditions of employment are as outlined in each Development Program Employee's initial appointment letter, (Authority Resolutions 12/30/68 - definition of Development Program Employees), plus the Authority Personnel Policy and Employees Handbook, plus various administrative memoranda issued periodically by the Director for proper administration of the Authority.

All employees are responsible to fulfill their employment obligations to the Authority in the course of their everyday duties in accordance with the Authority Personnel Policy and other directives derived from the Policy and applicable HUD documents.

As an Equal Opportunity/Affirmative Action Employer all employees are to be treated equally in the administration of Authority and HUD policies.

Female and minority employees shall be assured of equal opportunity to participate fully in all terms, conditions, responsibilities and privileges of employment. Positive action shall be taken within 6 months after approval of this program to ensure that these classes of employees have, on a continuing basis, the following:

1. Equivalent compensation and grade for comparable jobs.
2. Accelerated job opportunities in hiring and promotion in all grades for which qualified.
3. Promotional rates similar to all other employees and equal opportunity for upward mobility within the Authority's position classification and grade structure.



4. Equal opportunity for training and education to develop and upgrade their skills and abilities.
5. Job descriptions that reflect actual functions and duties. Female and minority employees shall not be required to possess higher qualifications than other employees holding a job title in the same grade.
6. No requirement for tests except those clerical and drafting tests required prior to hiring for specific sub-professional and technical drafting positions.  
No tests shall be administered until the applicant has had an opportunity to review all available vacancies.  
Test results shall not be used to exclude prospective employees from higher positions for which they may be qualified.  
Any other tests for hiring or promotion must be recommended by the Director of Personnel, reviewed by the Affirmative Action Council, and approved by the Director and validated as necessary.
7. Equal participation in Authority-funded activities and programs:
  - 1) Attendance at conferences, seminars, and conventions.
  - 2) Staff conferences.
  - 3) Attendance and presentations at Authority Meetings, as required.
  - 4) Tuition assistance and training programs for job related courses and seminars, plus all training available to increase skill levels.
  - 5) Represent the Authority and Director in meetings with the public, neighborhood groups, and other agencies.

8. Employee benefits shall apply equally to all salaried and maintenance employees. This applies to all fringe benefits of the Authority Personnel Policy: vacation, compensatory time, sick time, advanced sick leave, leaves of absence without pay, retirement program, health and life insurance program, etc., which shall be applied equally to all salaried and maintenance employees regardless of their grade or status.

Such employee benefits as are available to Co-Ops, Professional Part-Time, and Building Service Employees shall apply equally to each employee in these classes.

In addition, benefits shall be available to all employees without regard to their family status outside the Authority.

Affirmative Action Advisory Council shall review employee benefit programs with a goal of improving present benefit programs.



### Maternity Leave Policy

It is the Policy of the Authority to grant leaves of absence for Maternity Leave in accordance with the provisions of Title VII of the 1964 Civil Rights Act, as amended, and treat this absence as any other normal temporary disability.

Under the Policy, the Authority is obligated to grant leaves of absence for a reasonable period - 6 or 9 months - determined by physical condition of the employee, as attested by the attending physician. All accrued Sick Leave, Compensatory Time, and Accrued Vacation may be utilized subsequent to the employee's physical date of departure from the Authority prior to the effective starting date of employee's Leave of Absence without Pay.

The Authority will reinstate the employee to her previous position or to a position substantially equivalent to her previous position without loss of seniority or seniority benefits.

### Statement of Responsibility

The Authority shall establish the policy for the implementation of the Affirmative Action Program in accordance with applicable Executive Orders, HUD Directives, and other pertinent orders from higher authority.

The Administration of the Affirmative Action Program shall be implemented by the Director. To execute the administration of the Affirmative Action Program, the Director shall utilize the Affirmative Action Advisory Council, the Director of Personnel, and the Compliance and Equal Opportunity Officer. The Director may also utilize other staff employees as deemed necessary to perform special tasks in conjunction with the Affirmative Action Program. Liaison between the Authority and the Department of Housing and Urban Development on all matters relating to equal employment opportunity and compliance shall be by staff members designated by the Director.



### The Affirmative Action Advisory Council

On September 21, 1972, the Boston Redevelopment Authority Board approved a recommendation made by the Director, Mr. Robert T. Kenney, which established an Affirmative Action Advisory Council. The Council will be responsible to the Director for assistance in devising and implementing the Authority's Affirmative Action Program.

The membership of the Council currently includes, ex officio, the Director of Personnel and the Compliance and Equal Opportunity Officer and seven additional members of the Boston Redevelopment Authority staff. These additional members are now, and shall be in the future, representative of the planned composition of the Authority.

Upon recommendation of the Director of the Authority, (see Memorandum of September 21, 1972 to the Boston Redevelopment Authority from Robert T. Kenney, Director) it has been agreed that the preliminary duties of the Council would "include, but not be limited to, the following functions: meet monthly to review the status of the Affirmative Action Program; make affirmative action recommendations to the Director of Personnel and Compliance and Equal Opportunity Officer; assist in review and resolution of alleged grievances before the grievances become major." The Council will report directly to the Director of the Authority "on various phases of the Affirmative Action Program that require more emphasis."

In the development of its role as an integral part of the process of Affirmative Action, the Council will also:

- 1) make reports on a quarterly basis to the Director of the Authority apprising him of the status of all Federal, State and City laws and regulations pertaining to equal employment, and recommending to him, whenever it is believed necessary, the dissemination of any and all information in this category to the staff of the Authority. The Council will also make recommendations to the Director of the Authority for the filing of legislation, ordinances, petitions, etc., which may further strengthen and improve the Authority's equal employment practices.

- 2) The Council will also undertake a review of current procedures pertaining to the dissemination of information to the Authority staff on such matters as the Personnel Policy of the Authority, the Affirmative Action Plan, all pertinent Federal and State laws, orders, regulations, etc., including any and all changes in the foregoing, and will report their findings with recommendations for whatever changes or improvements The Council may deem advisable, to the Director for his consideration.
- 3) The Council will also review all current policies, practices, and procedures relating to "fringe benefit" rights of employees, including the following: vacations, compensatory time, sick leave, advanced sick leave, leaves of absence without pay, training, tuition assistance, retirement program, health and life insurance program, workmen's compensation, etc., and will, wherever it is believed necessary, recommend changes to the Director for his approval.
- 4) The Council will assist the Director of the Authority in reviewing present procedures pertaining to employee grievances and will make recommendations to the Director for changes in these procedures wherever it may be believed to be necessary.
- 5) The Council will have a continuing responsibility for keeping available to the public all public documents pertaining to the work of the Authority, including but not limited to the following: Authority Board Actions, Authority Personnel Policy, Authority Affirmative Action Plan, Affirmative Action Progress Reports, Authority Job Descriptions, and present and past Tables of Organization.

In recognition of the purpose of an affirmative action program as defined in Subpart B (Required Contents of Affirmative Action Programs--60-2.10) wherein it is stated that "An affirmative action program is a set of specific and result-oriented procedures to which a contractor commits himself to apply every good faith effort," and, further, that "an acceptable affirmative action program must include an analysis of areas within which the contractor is deficient in the utilization of minority groups and women, and further, goals and timetables to which the contractor's good faith efforts must be directed to correct the deficiencies and, thus to increase materially the utilization of minorities and women, at all levels and in all segments of his work force where deficiencies exist the Affirmative Action Advisory Council will play a strong role in reviewing current policies and procedures and recommending alternatives to achieve the objectives quoted above.



The Affirmative Action Council of the Boston Redevelopment Authority will, within six months following the approval of this plan, undertake and complete analyses and reports on the following subjects, (all of which are included in Subparts B and C of Executive Order #4); 1) Utilization analysis; 2) establishment of goals and timetables; 3) additional required ingredients of affirmative action programs; 4) development or reaffirmation of the equal employment opportunity policy; 5) dissemination of the policy; 6) responsibility for implementation; 7) identification of problem areas by organizational units and job classifications; 8) development and execution of programs; 9) internal audit and reporting systems. These analyses and reports will be submitted to the Director of the Authority for such further action as he may deem appropriate.

In addition, the Council will issue and make readily available to all employees its first progress report within six months following the approval of this plan, and at six month intervals thereafter. Council progress reports will cover but not be limited to many of the topics listed above as well as the following areas: analysis of complete promotion and salary increase statistics with particular emphasis on actions affecting minority group persons and women including analysis by sex and race of clerical and secretarial positions, analysis of the recruitment and hiring process and statistics by sex and race of all applicants for positions within the Authority.

The Council will review and make recommendations to the Director of the Authority, whenever necessary, concerning documents currently prepared by the Personnel Department of the Authority pertaining to but not limited to: 1) Distribution of Sexes by Grade; 2) Census of Employees (See attachments). The Council will also recommend to the Director the advisability of having additional reports prepared by the Personnel Division which are not currently prepared, including but not limited to examination of job titles and their relation to minority group or female employment to determine the distribution of these latter two groups by job title, and in order to recommend the correction of any inequities.

## Personnel Policy

The Director of Personnel shall have prepared for approval by the Director and submission to the Authority, a revised Personnel Policy updating the present policy with all amendments thereto containing the Authority's approved Affirmative Action Program as an annex to the revised Personnel Policy. The task shall be completed within two months after the approval of the revised Affirmative Action Program.

The approved revised Personnel Policy shall be distributed to all Senior Executives and Supervisors, Heads of Departments, Project Directors, Library, all Site Offices and Departments and made available to any employee on request. Notification must be given to all employees notifying them of the existence of a revised Personnel Policy and the methods by which they may obtain this revised policy.

Subsequent to the approval of the revised Personnel Policy, an Employee Benefits Handbook shall be prepared within one month for approval by the Director and distribution to all employees. This handbook shall contain the most cogent sections of the Personnel Policy that are of interest to employees. This handbook shall include, but not be limited to: all direct employee benefits; employee rights under all current laws; administrative procedures - working hours, accountability for time, etc; training programs and opportunities; fringe benefits and procedures - health and life insurance, workmens compensation, administrative leave, etc; grievance procedures; Authority's performance evaluation, salary



- 2 -

increase and promotional policies; salary range and step plan and position classification chart; plus Affirmative Action Program. The Employee Handbook will be made available to all applicants, on request, and will be provided to all prospective employees well before hiring so that these applicants are certain that the Authority is an Equal Opportunity/Affirmative Action employer.

## JOB DESCRIPTIONS

Director of Personnel utilizing a special Personnel Analysis Unit shall with the guidance of the Affirmative Action Advisory Council, conduct a survey of all Position Classification titles and prepare appropriate job descriptions for all titles. In short, the Authority will provide continued maintenance of the Classification Plan and the Salary Range structure. The first step will be the preparation of 1972/1973 Job Descriptions to reflect the responsibilities of all Position Classification titles. This initial effort shall be completed within four months after the adoption of the program and copies of the job survey and descriptions with all supporting documentation made available to Supervisors, Employees, Heads of Departments, Director, Authority, and Affirmative Action Advisory Council for review.

Maintenance review of the Job Descriptions, Position Classification Titles, and Salary Range structure shall be cyclical and reviewed annually. Maximum use of employee interviews and conferences with Supervisors, Project Directors and Department Heads will be utilized to assure representative job descriptions.

Subsequent to the initial survey and revision of Job Descriptions, each position shall be further analyzed to assure that descriptions accomplish the following:

- 1) insure freedom from bias in regard to race, color, religion, sex, age, or national origin both in terms of duties and qualification requirements,
- 2) accurately reflect the duties and responsibilities actually performed by the occupants of every job title,



---3) consistency in terms of described duties and qualifications for the same job title from one location, department, or office at the Authority to another,

---4) insure that jobs predominantly held by minority group persons or women do not require, in pattern or in practice, higher qualifications than those titles in the same grade that are predominantly held by non-minority group male employees.

---5) insure that jobs predominantly held by minority group persons or women do not require, in pattern or in practice, the execution of more complex duties or responsibilities or the possession of higher skill levels than those titles in the same grade that are predominantly held by non-minority group male employees.

---6) insure that all occupants of each job title have comparable or equivalent qualifications.

---7) insure that all occupants of each job title perform duties of comparable responsibility and complexity requiring comparable skill levels.

### Reorganization of the Position Classification Chart

On completion of the Job Description Survey, the Director of Personnel, with the guidance of the Affirmative Action Council and utilizing the Personnel Analysis Unit, will place all Position Classifications into a draft 1973 Position Classification Plan to accomplish the following:

1. Place all Position Classification titles with equivalent duties, required skill levels, qualification requirements, complexity of duties, level of responsibility, in the same salary grade.
2. This draft revision of the Position Classification Plan will be accomplished with minimum regard for present salary grades assigned to positions to ensure that equivalent work, skills, qualifications, and degree of responsibility are equated in grades.

To draft the revised Position Classification Plan, factors will be utilized for years of training, education, and work experience in the Authority (and before joining the Authority staff) to determine the grade level of each position.

Factors shall be cumulative to establish factor totals appropriate to each grade level. Work experience will include all experience, paid or non-paid, relatable to Authority positions and non-degree educational programs relatable to Authority work will also be factored. As new positions are created, in the future, they will also be factored to determine the appropriate grade level.



It follows that the draft Position Classification Plan will contain grade levels with all positions in each grade having the same factor total or as close thereto as possible. Starting with the lowest grades, each succeeding grade will require higher overall qualifications than the preceding grade.

All Position Classifications shall be considered as sub-professional, professional, or managerial and there will be no closed avenues, by job title, to professional technical training and advancement for any employee at any grade level.

If any Position Classification is downgraded as a result of this process of revising the Position Classification Chart, occupants of the positions, will be reclassified to a lower grade only if there is a margin for a salary increase, if not, the employee will remain in the same grade as an incumbency position.

New hirees are normally hired at the first step of a grade, but, may be placed at any step within the grade if their factor total falls between grades.

After the draft Position Classification chart has been completed and approved by the Director of Personnel it will be forwarded with all supporting documentation for review to Supervisors, Heads of Departments, Project Directors, and the Affirmative Action Advisory Council for comments and recommendations.

When comments and recommendations are received, they will be incorporated in the draft Position Classification Plan, or, if not feasible, discussed with Director prior final preparation and submission of revised Position Classification Plan to the Authority, by the Director, with any appropriate recommendations for upgrading Position Classifications,

for consideration. This process shall be accomplished within four months of the completion of the Job Description Survey with upgrading to occur when approved and directed by the Authority.



## Hiring

The Director of Personnel, Compliance and Equal Opportunity Officer and Affirmative Action Advisory Council shall continually review the Authority's hiring practices and processes to ensure that the appointment process neither discriminates nor tends to discriminate against any applicant on the basis of race, color, religion, sex, age, or national origin.

To assure that this review is a continuing one, the following measures will be undertaken within 2 months of approval of this program:

1. Review and revise as necessary, and in accordance with Federal and State regulations, the standard employment application to eliminate any information that could be interpreted or evaluated, when reviewing the completed application, to foster the appearance of discriminatory practices in hiring.
2. Standardize the interview format in accordance with efficient administrative procedures to assure that interviews concentrate primarily on the applicants qualifications and suitability to fill a specific vacancy or vacancies. The Director of Personnel will provide all supervisors with standardized interview instructions with highest objective standards for conducting interviews of applicants.
3. Current tests for sub-professional clerical or secretarial positions, and the standard drafting test, shall be continued, as heretofore, as appropriate and necessary for evaluating necessary skills prior hiring to sub-professional, secy/cler employees, or drafting technicians. No tests shall be administered until prospective employees have had an opportunity

to review all available vacancies. Test results shall not be used to exclude prospective employees from higher positions for which they may be qualified. The Authority does not utilize other tests and will not utilize them unless they are validated and approved by the Affirmative Action Advisory Council, Director of Personnel, and Director as necessary for evaluating job performance.

4. Current position vacancies with job descriptions, new positions, and known future vacancies shall be kept posted on a continuing basis on all bulletin boards, at the reception area, and maintained current in the Personnel Office. As noted in Section XIII, Recruitment, positions will be maintained vacant as long as is feasible before outside recruiting sources are utilized. If internal and external sources do not provide suitable applicants, appropriate media advertising shall be utilized. All solicitations, advertisements, and other efforts to attract applicants shall stress that the Authority is an Equal Opportunity/Affirmative Action Employer and jobs will not be categorized in any way to discourage any applicant that feels qualified to fill the position.
5. Job vacancy lists shall contain position classification and salary ranges and all other data and necessary information to assure that any applicant, internal or external, will easily be aware of the nature of the position, the department, location, and any other pertinent facts.
6. No applicant for employment shall be denied the right to complete an employment application for review. Applicants



that inquire or apply in person or by mail, letter, resume, etc., shall be provided with job vacancies and pertinent data noted in sub-paragraphs 4 and 5 above, the BRA Fact Book and the Position Classification and Salary Range and Step Plan. Whether the prospective applicants feel qualified for the positions available or not does not foreclose them from completing an employment application for consideration since the Authority is a public agency. It shall be carefully explained to all applicants that submission of an application guarantees review and consideration for existing and future vacancies. It does not guarantee a job interview unless there is a reasonable prospect of hiring and it would be to the mutual advantage of the applicant and the Authority to conduct an interview.

## Recruitment

It is the policy of the Authority that new appointments will not be made until all provisions of the Equal Employment Opportunity Statement have been complied with.

In administration of this policy, the Authority is increasing its hiring ratio of female and minority applicants to male hirings shall progressively increase female employee staff toward 50% of total staff as indicated in the attachment "Women Distribution Achievement" and minority representation to 20% of total staff as indicated in the attachment "Minority Group Distribution Achievement." Realizing that arbitrary short-term deadlines to accomplish the above would not be realistic, the proposed target date to achieve these objectives, incident to available funding, and anticipated staff turnover, is January 1974. Present female staffing is at 37% and minority staffing is at 14.5%.

Administrative procedures to accomplish the policy and objectives in the above paragraphs shall require that the Director of Personnel and Compliance and Equal Opportunity Officer aggressively seek out and exhaust all sources of qualified female and minority employees for positions at every level and, on a continuing basis, assure the recruitment of female and minority applicants for participation within all projects, departments, and functional units of Authority.

In addition, the Director of Personnel, as part of the recruitment process, will make every effort to promote from within the Authority staff by posting job vacancies and descriptions in appropriate Authority



spaces. All employees will be encouraged to request that they be considered for transfer, reclassification, and/or, promotion to fill the vacancy, and each staff employee, who so requests, will be considered on the employee's merits to fill the vacant position. If there is no employee qualified to fill the position, outside sources will be activated for applicants, as noted above.

The general thrust of outside and internal recruitment will be directed not only to increase overall female and minority employee percentages but to achieve the percentages shown in the attachments WDA and MGDA.

If it is deemed feasible and consistent with the successful continued operation of Authority functions, the Director may leave a position vacant as long as necessary to fill it with an applicant who will further the objectives of the above stated recruitment policy.

Statistics and data on this recruitment program will be maintained on a monthly basis to monitor the progress of the above efforts, and will be made available, to the Authority, Affirmative Action Advisory Council, employees and the appropriate HUD officials.

Minority Group Distribution Achievement  
Goals and Timetable

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Total Employees	Grade 4 - 8	Grade 9 - 12	Grade 13 and above
385	97	176	112
Current Minority Employment	29	9	8
Long Range Goal 16-22%			
Timetable 15-16%			
June 1973	15 - 16	26 - 28	17 - 18
16-20%			
June 1974	16 - 19	28 - 35	18 - 22
June 1975	20 - 22%		

The chart is designed to upgrade, promote and recruit minorities at all grades and above grade levels. The distribution is to be ultimately achieved in a 32 month period.



Women Distribution Achievement  
Goals and Timetables

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Total Employees	Grade 4 - 8	Grade 9 - 12	Grade 13 and above
385	97	176	112
Current Women Employment 140	76	53	11
Long Range Goal 40-60%			
Timetable 40-45%			
June 1973	39 - 44	70 - 79	45 - 50
45-50%			
June 1974	39 - 48	79 - 88	50 - 66
June 1975 - 40 - 60%			

The chart is designed to upgrade, promote and recruit women at all grades and above grade levels. The distribution is to be ultimately achieved in a 32 month period.

## Methods of Recruitment

As noted in the section on Recruitment, the Authority shall utilize unique, innovative, and aggressive recruitment of females and minority employees. The latter class of applicants are defined as: Negro/black; American Indian, Oriental, Spanish Americans, and other minorities.

Affirmative Action recruitment efforts shall include both promotions from within and hiring of new staff with emphasis on increasing female and minority staff members.

To accomplish the above Affirmative Action, sources shall include continuing direct contact and correspondence with the following:

1. Placement offices at colleges with predominately female and black enrollments, including field trips by selected staff members and/or Affirmative Action Advisory Council to explain Authority opportunities.
2. Organizations concerned with equal opportunity in employment for female and minority groups.
3. Media sources that reach, primarily, females and minority groups.
4. Community and Neighborhood Action Groups that can refer female and minority applicants.
5. Job bank organizations, at all levels, private and public, concerned with females and minority group opportunities.
6. Sub-professional, secretary/clerical employees, employed by the Authority are to be considered for internal promotions to responsible non-clerical positions and encouraged by training to qualify for higher grade status.

The Director of Personnel shall have a survey conducted of all Affirmative Action recruitment sources after contacting all appropriate local agencies for recommendations. This survey shall be made available within two months to the Director and Affirmative Action Advisory Council for review. As noted above, these sources shall be utilized for personnel referrals for recruitment to vacant or new Authority positions.

By special directives of the Director, or his designee, female and minority group employees shall be utilized as an important affirmative action recruitment source.

Recruitment and recruitment advertising sources shall be kept informed of the Authority's status as an Equal Opportunity/Affirmative Action

Employer and the Authority's specific objectives in discrimination - free recruitment and hiring practices and shall be certain that advertising and recruitment sources have a good record of equal employment opportunity.

All efforts in this special recruitment area by the Director of Personnel shall be made available, on request, to the Affirmative Action Advisory Council and employees and the Department of Housing and Urban Development for review.

For broadest transmission of the Authority's Affirmative Action Program, the phrase emphasized - "Boston Redevelopment Authority is an Equal

Opportunity/Affirmative Action Employer" - shall be included in all correspondence and manuals concerned with recruitment.



## Co-Op Programs

Cooperative work program shall be continued as long as it remains a feasible personnel program and adjunct to the salaried staff and occupies positions at the service, training, and sub-professional level that are more efficiently and economically performed by co-op work students than hiring salaried staff.

Participating colleges in the Co-Op work program shall be advised by the Director of Personnel of the range of cooperative jobs available well prior to the Co-Op program work turnover and provided with skeleton job descriptions. College Co-Op Coordinators will also be provided with a copy of the Authority Personnel Policy and Affirmative Action Plan. On referrals for Co-Op job interviews by College Co-Op Coordinators, the description of the position to be filled shall be made clear to the prospective employee.

Prior to appointment, provided Co-Op applicant is accepted by Supervisor, Director of Personnel and Director, the applicant shall be provided with the Authority's Personnel Policy, Affirmative Action Program and Employee Benefits Booklet.

As closely as possible, Co-Operative work positions shall be filled with equal numbers of male and females. The Director of Personnel shall press College Co-Op Coordinators to provide applicants along the above guideline. In addition, every effort will be made to increase minority employees in the Co-Op work program.

Provided funds permit or grants can be obtained, Co-op work programs will be initiated with colleges and universities having off-campus work semester programs that have predominately female and/or black enrollments.

## Promotions

The Director shall effect the following measures in order that promotional opportunities at the Authority will be available to all employees on an equal basis. These actions are to be completed within six months after the approval of this program.

Implement procedures to:

1. Keep employees advised annually of their anniversary date for annual performance and salary reviews.
2. Advise evaluating supervisors to discuss, with each employee being evaluated, the employees performance and general personnel performance and any other employment situations the employee desires to discuss.
3. Advise evaluating supervisors that employees will be allowed to review their performance evaluation before it is submitted.
4. Advise employees that they may, on request, review their personnel file and insert material if desired.

Annual Performance and Salary Evaluations are normally held during the six month period August 1 through January 31 to cover the great majority of all employees. Employees hired from February 1 through July 31 shall have their anniversary advanced six months for incorporation in the August-January annual cycle.

Evaluation forms on all salaried employees are distributed to supervisors during the month prior to salary anniversary and evaluated, then fed back via the Head of Department or Project Director, to the Director of Personnel for review and preparation of a salary package for the Director's review and final decision prior submitting a monthly salary package to the Authority for approval.

Employees who believe that their performance evaluation was not just or equitable should discuss it with their supervisor, head of department and/or project director, plus the Director of Personnel. The Compliance and Equal Opportunity Officer is also available for guidance counseling in such matters. If the employee does not gain satisfaction from any of these administrative avenues, the employee is always free to advise the Affirmative Action Advisory Council, Director of Personnel, and then institute an administrative grievance procedure.

Monthly, August through January, on completion of salary reviews, and Authority action on the salary package, the Director of Personnel shall utilize the Personnel Analysis Unit to prepare a statistical analysis of the personnel salary actions to provide complete data on the salary package to include: numbers evaluated, promotions, steps, average increments, number no steps, etc., also broken down further to indicate affirmative action taken on female and minority employees. This data will be made available to the Affirmative Action Advisory Council for review and comment on a monthly and cumulative basis.

The Director of Personnel, utilizing the Personnel Analysis Unit and in conjunction with the Affirmative Action Advisory Council, will have prepared skill profiles on all Authority employees to assist in developing the full utilization of the overall Authority talent pool. The first inventory of skill profiles shall be completed six months after approval of this program. Inventory of skill profiles will be kept for regular reference of the Director, Director of Personnel and Affirmative Action Advisory Council. Skill profiles and inventory will be updated annually, or more often dependent on turnover of staff. New employees shall be skill profiled as they join the staff.



Each skill profile shall be compiled on forms susceptible to computerization and shall include all skills of each employee acquired through education, job experience, training, language skills, and other factors that can be incorporated to show the present and potential skill level of the employee. Before any skill profile is considered complete and accurate it will be necessary to: research an employees record; the employee will be interviewed; and, after completion of the profile, it will be reviewed for concurrence of the employee. During this entire process employees will be encouraged to avail themselves of all opportunities to increase their skill profile. Employees will be encouraged to initiate updating of skill profiles when new skills are acquired or additional education is gained.

The skill profile inventory shall be consulted by the Director, Director of Personnel, and designated Authority supervisors when a job vacancy occurs or is anticipated.

The Director of Personnel shall accord special attention to the possible upgrading and promotion of employees in the following work situations:

1. Females and minority employees in grade levels or job titles where they comprise 70% of the work force in that grade or job title.
2. Female and minority employees predominately represented in lower grades of grade step chart and in lower ranges of job families.
3. Sub-professional, secretary/clerical employees including other service occupations.
4. Utilize innovative training to upgrade secretary/clerical employees to technical or other positions where clerical skills may be utilized but not be predominant.

5. Upgrade the 5 lowest grades (Grades 1 through 3 are currently vacant) to delete positions and where skills available in these grades require good proficiency, upgrade to Grade 6, or at least one level above grades for training and apprentice positions.
6. Assume that secretary/clerical and service positions are rewritten to exclude any appearance of bias and shall reflect the skill level, complexity of duties and responsibilities.
7. Review all secretary/clerical positions within six months to determine if employees in these positions are qualified through on the job training to be upgraded to technical or administrative duties.

Subsequent to completion of this task the results will be reviewed by the Director and the Affirmative Action Advisory Council for further action.

## Grievance Procedures

Any employee grievance or alleged grievance may be instituted by an employee if the employee believes that he/she has been discriminated against or treated at variance with the Authority Personnel Policy or the Affirmative Action Program.

Grievances shall be filed in writing with the employees immediate supervisor. If the alleged grievance cannot be resolved at the working level, it shall be forwarded to the head of department or project director in 5 working days. If it cannot be resolved at the head of department/project director level in 5 work days, it shall be forwarded to the Director of Personnel and Compliance and Equal Opportunity Officer for resolution where every effort will be made to mediate the grievance at this level for 10 working days.

If it is not possible to resolve the grievance at this above level, the Director of Personnel shall call a hearing of the Grievance Council consisting of the Director of Personnel, Compliance and Equal Opportunity Officer, Affirmative Action Advisory Council, and a representative of the Director, and the General Counsel.

The Grievance Council will hear the complete grievance and all progress during each step, noted above, of the grievance and efforts to mediate the grievance enroute to the Grievance Council. The complainant will be present at the hearings, as well as the immediate supervisor, and head of department and/or project director. Field investigations to observe work conditions may be utilized plus any other techniques to reach a just finding will be utilized.

When the Grievance Council reaches a finding, they shall inform the complainant and forward the finding to the Director fo resolution by administrative action or present the grievance situation to the Authority for review for appropriate action.



Grievances not resolved to the satisfaction of the complainant may be followed up by the complainant requesting an Authority hearing for final Authority resolution.

This procedure does not foreclose the aggrieved from taking any other steps that the complainant considers appropriate.

Employees who seek relief from an alleged grievance through the above procedure or through any procedure created under state or federal statutes shall not be subject to any reprisal, intimidation or harassment in any terms or conditions of employment.

The Director of Personnel in conjunction with the Affirmative Action Advisory Council shall prepare appropriate forms for filing of grievances to assure that all pertinent data is incorporated in the filing of the initial alleged grievance. This form shall be completed within one month after the approval of this program. All employees and supervisors shall be made aware of the procedure.

### Contractors

The Authority Affirmative Action Program requires equal opportunity on the part of all contractors as prescribed by the revised Authority Equal Opportunity Compliance Policy approved on September 7, 1972. In addition, compliance is required with the Authority Bid Conditions, Affirmative Action requirements, Equal Employment Opportunity of July 14, 1972. All above documents, attached, comply with all provisions of Title VII of the Civil Rights Act of 1964 as amended; pertinent executive orders; federal regulations; and the Contract Manual of the Department of Housing and Urban Development.

Under the supervision of the Director, the Compliance and Equal Opportunity Officer is responsible for the administration and implementation of the above directives and all other matters pertaining to compliance. This officer shall also maintain close liaison with the appropriate official at the Regional HUD office.

The Compliance and Equal Opportunity Officer shall continue intensive efforts to identify and locate minority and female businesses that might provide services to the Authority and encourage them to participate in the open bid system utilized by the Authority for all contract services.

The Affirmative Action Council, if they desire, may at any meeting, with sufficient advance notice review the operation of the Authority's Compliance and Bid operations.

Note: Attachments - Are 1st 2 attachments to Question 13 of HUD 4/17/72 letter.

Voted at Meeting of 11/30/72

November 30, 1972

Proposed Modifications to Authority Affirmative Action Program

Statement of Intent

page 2 -- delete first sentence -- "This program will be implemented with the cooperation of the U. S. Department of Housing and Urban Development."

Equal Employment Opportunity Statement

page 2--item 2--delete in entirety and substitute -

"2. The Authority will pay equivalent compensation for comparable jobs; and the comparability of jobs shall be determined by the levels of skill, experience, and complexity of duties required to perform the job independent of any other employee characteristics."

Reorganization of the Position Classification Chart

page 3 -- add paragraph as conclusion -

"If the Director of Personnel, Affirmative Action Advisory Council, and Senior Supervisors become aware of existing position classification or salary inequities during the reorganization of the Position Classification Chart, through analysis or complaints, these inequities shall be recommended to the Authority for correction immediately and not be dependent on the timetable established herein."

Methods of Recruitment

page 2 -- add paragraph as conclusion -

"All methods of recruitment prescribed above place strong emphasis on exploiting all sources for recruitment for female and minority employees and represent unique, innovative, and aggressive techniques not utilized as aggressively in the past. It is expected that the Director of Personnel and the Affirmative Action Advisory Council will make recommendations to the Director to expand and improve this phase of recruiting as the Affirmative Action Program progresses. Colleges, organizations, and media outlets will be categorized and developed during the survey of all Affirmative Action recruitment sources."



Proposed Modifications to Authority Affirmative Action Program -- Page 2

Promotions

page 3--item 4--add sentence -

"Technical training will be provided in functional area where employees work and in other areas, if need exists, where employee shows promise of upgrading to technical or other positions. Supervisors shall conduct on the job training in technical and professional aspects of work to improve technical and professional skill of employees."

page 4--add item 8.

"8. On the job training programs shall be established to provide a means for absorbing underskilled minorities into the Authority for training, initially, in all sub-professional positions."

Amendment No. 22

Voted at Meeting of Jan. 25, 1973

VOTED: that the Authority's Personnel Policy dated Dec. 11, 1957,  
be amended to include the following under Paragraph (c) 11:

"12. Advance sick leave with pay up to 15 days may be allowed  
to Maintenance Men upon recommendation of the Executive  
Director to the Director of Personnel for submission to the  
Authority for approval.

A possible extension for an additional 15 days must be  
handled in the same manner."



Votes Concerning Personnel Policy of the Authority:

Meeting of May 8, 1964

On motion by Mr. Colbert, seconded by Mr. McCloskey, it was unanimously

VOTED: that the following is a policy of the Boston Redevelopment Authority:

that no employee of the Boston Redevelopment Authority may seek elective political office while in the employ of the Redevelopment Authority:

that if any employee of the Boston Redevelopment Authority files nomination papers as a candidate for elective office without first obtaining a leave of absence, such employee shall be discharged forthwith;

that any employee who is granted a leave of absence so that he may seek elective office may subsequently be reinstated only by vote of the Redevelopment Authority that such reinstatement is in the public interest.

Meeting of February 3, 1966

On a motion by Mr. Colbert, seconded by Mr. McCloskey, it was unanimously

VOTED: to amend the Authority vote of May 8, 1964 regarding employees who seek elective office by adding the following: "The Boston Redevelopment Authority may waive this order in connection with non-controversial offices when it considers the circumstances warrant such action."

Meeting of May 23, 1968

On a motion by Mr. Colbert, seconded by Mr. Condakes, it was unanimously

VOTED: that no person employed by the Authority in any capacity, whether or not he or she is employed on a permanent, temporary or part-time basis, shall be discharged or have his or her employment discontinued, except by a vote taken at a regular or special meeting of the Authority in which at least three Members concur.



Parasitized

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